HUMAN RESOURCES
2015-16 Business Plan

1. DEPARTMENTAL OVERVIEW

MISSION

Supporting excellence in the GNWT public service through the shared-service delivery of innovative, quality human resource services.

GOALS

1. Support to management's human resource decision-making that results in productive and positive human resource management practices.

2. Integrated, client-focused programs and services that are simple, timely and consistent.

3. Streamlined and simplified administrative systems and processes.

4. Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.

5. A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

OPERATING ENVIRONMENT

Refocused Human Resources Foundation

In 2013-14, the Government of the Northwest Territories (GNWT) refocused its transactional human resources functions. The human resource functions related to pay; benefits; data management; HRHelpDesk; and PeopleSoft Human Resource Information System (PS-HRIS) were successfully transferred to the Department of Finance effective April 1, 2014. The integration of these functions puts payroll and benefits within a financial environment and increases efficiencies by aligning the GNWT's corporate finance and human resource information platforms in one department.

The Department of Human Resources (DHR) is now focusing on setting progressive human resource policy for the GNWT, leadership and support on human resource management for all departments and agencies, and effective recruitment, development and retention of GNWT staff through quality GNWT-wide programs, services and strategic advice. DHR underwent internal organizational changes to streamline the functions of the Department. The Human Resources Strategy and Policy Division was renamed Corporate Affairs with a focus on

departmental activities and the Corporate Human Resources Division was renamed Strategic Human Resources Division identifying DHR's responsibility for leading government-wide human resource management and the implementation of *20/20, the NWT Public Service Strategic Plan.*

GNWT Workforce

The GNWT is working to develop a public service that is representative of the people it serves and that supports the growth and development of the Northwest Territories.

As of December 31, 2013, the GNWT workforce has a total of 4,845 employees composed of 1,559 Indigenous Aboriginal, 666 Indigenous Non-Aboriginal, and 2,620 other, including other priority categories. The average GNWT employee is just under 45 years old and has 9 years of service. GNWT employees are younger and have fewer years of service than their counterparts in other provincial and territorial governments.

Management comprises 12.6% of the workforce and has remained relatively consistent over the last five years. Female employees made up 64.5% of the GNWT workforce while male employees consisted of 35.5%; these rates have remained steady over the last five years. The GNWT has approximately 9% more female employees than the national average for provincial and territorial governments.

Aboriginal Employment

The GNWT is committed to creating a representative public service which reflects the diverse cultures of the Northwest Territories and which promotes the development and advancement of Aboriginal people. DHR continues to develop, promote, and implement practical approaches aimed at attracting, advancing and retaining Aboriginal employees with a focus on career training and leadership development. There has been good progress made in recent years and the GNWT needs to continue this positive momentum.

Aboriginal employees comprise 32% of the GNWT workforce. While the overall percentage of Aboriginal persons in the public service has remained steady over the past ten years, the increase in the number of Aboriginal employees has outpaced that of the public service as a whole: the number of Aboriginal employees has increased from 1,280 in 2003 to over 1,520 in 2013, an increase of 18.75%. Over the same period, the number of non-Aboriginal employees has grown by 16.7%. The largest rates of Aboriginal employee growth have occurred in the management and health occupational categories; and there have been six straight years of increases in the proportion of Aboriginal persons in senior management, from 15% in 2008 to 20% in 2013.

There has been good success at recruiting Aboriginal employees through job competitions and direct appointments. Currently, a higher proportion of Indigenous Aboriginal applicants are hired (5.21%) compared to applicants in general (2.63%). From November 2011 to July 2014, Cabinet recommended 287 direct appointments, 166 (58%) of which were Indigenous

Aboriginal individuals. The GNWT also retains Aboriginal employees at a higher rate than other employees: in 2013-14, the turnover rate of Indigenous Aboriginal employees was 8%, compared to 11% for the public service overall.

A challenge facing increased Aboriginal representation in the public service at present is that the proportion of the Aboriginal labour force with post-secondary education that remains unemployed is very small. When comparing the percentage of the Aboriginal population of working age (15+) in the NWT by education level to the percentage of Aboriginal employees in the GNWT by education level, the GNWT is near or exceeding the same levels.

Vacancies

The number of GNWT active positions has increased in response to the 17th Legislative Assembly's priority to increase employment opportunities where they are most need by decentralizing more GNWT positions.

Staff turnover and vacancies are part of regular GNWT business operations, as they are with any employer. DHR collects, administers and analyzes this information in order to determine trends and future needs within the public service. The source of this data is the PeopleSoft Human Resource Information System (PS-HRIS), the GNWT's workforce management tool, which supports administration of both positions and employees. A position is created in PS-HRIS when a job description is established for indeterminate, term and relief positions; a position can also be eliminated from PS-HRIS if it is no longer needed or in use.

Employees are also tracked through PS-HRIS and it is worth noting that some employees hold more than one position (e.g., full time position plus a relief position). **Note**: The PS-HRIS position count differs from the active position count included in the Main Estimates:

- Active positions in the Main Estimates include positions which are funded using Fund 1 (Operations) resources allocated in Compensation and Benefits; and
- PS-HRIS positions include all positions established including for example some term positions, established to respond to issues and needs, e.g., interns and relief positions.

Through the semi-annual position vacancy analysis, which provides the GNWT with data on vacant positions and the ever changing labour market supply, GNWT departments and agencies have the opportunity to review their existing positions in relation to their operational needs and confirm positions as active or inactive. Positions can be vacant for a number of reasons, including challenges to recruitment, budgetary reasons, and shifting operational priorities.

Departments and agencies determine their position vacancies and staffing needs and manage them within approved resources.

Efforts continue to align vacant GNWT positions with the available labour market in the NWT. The GNWT through the NWT Public Service Strategic Plan is implementing a number of

initiatives (e.g., Regional Recruitment Strategy) to build capacity through recruitment, development and retention. As an employer, the GNWT is working to recruit talent that includes NWT residents as well as those from outside the NWT. The DHR's overall approach to GNWT recruiting includes print advertising, social media such as LinkedIn, Facebook and Twitter, and online through the Careers website www.gnwtjobs.ca. These approaches help expand the reach of the GNWT in recruiting qualified professionals and retaining employees by advertising the GNWT jobs out for competition while additionally providing information on the benefits of living in the NWT.

Labour Challenges

The GNWT experiences a number of recruitment and retention challenges including cost of living, accessibility to services, infrastructure limitations, and family needs. Nation-wide, there are significant labour shortages and skilled occupational areas (e.g., engineers, program specialists, financial) that are difficult to recruit.

The semi-annual vacancy analysis in April 2014 showed that:

- 58% of the vacant positions require a university degree but less than 5% of the 2,000 NWT residents who are unemployed and actively looking for work have a university degree; and
- 78% of the vacant positions require either a university or a college degree but 35% of the 2,000 NWT residents who are unemployed and actively looking for work have post-secondary education.

GNWT positions typically require a minimum of some post-secondary education including a high percentage of positions that are in the education and health occupational categories. The GNWT's need to fill vacant positions cannot be met within the NWT labour supply (unemployed persons in the NWT and those not in the labour force but who want to work). Of those looking for employment approximately 52% have less than a high school education and may not have the education/skills needed to perform the work and 75% are located in the communities outside of Yellowknife.

The GNWT needs a range of strategies, both short (on-the-job training) and long term (post-secondary education), to develop NWT residents. DHR is working with departments and agencies on a range of strategies for recruitment that emphasize the benefits of establishing a career in the public service and continue to focus on attracting, identifying, and developing northern talent including:

- a Regional Recruitment Program linking the local labour force with vacant positions through on-the-job training to support development of residents in smaller communities;

- a Learning and Development Policy which identifies learning and development opportunities consistent with employees' job functions, career aspirations and learning and development plans;
- a Student and Youth Strategy which offers new graduates better and longer opportunities to gain knowledge, skills and experience to more easily transition into the GNWT;
- the use of expedited processes for recruitment (e.g., using eligibility lists and anticipatory staffing); and
- the development of a Career Fair Strategy to help maximize resources and accelerate recruitment.

Diversity

Diversity and inclusiveness is a core value of the NWT public service. Diversity enables the GNWT to create a workplace that fully represents the population it serves, that is open to contributions from all, and where everyone has the opportunity to achieve their full potential. The GNWT is establishing a culture of understanding and cooperation amongst its employees through training and communications.

In May 2014, the Inclusive Public Service Survey: Results Analysis and Action Plan was released. This survey, conducted in 2012, was an opportunity to obtain better data on the representation of employees with disabilities, and perspectives on employment for persons with disabilities with the GNWT. In 2013, survey results were shared with GNWT employees and members of the public. Since that time, an analysis of the survey was undertaken and an Action Plan developed to respond to the survey results. The survey found that 6.4% of GNWT employees self-identify as persons with disabilities. The IPSS Results Analysis and Action Plan provides details on the survey results and identifies initiatives that support a diverse workforce, and ensure the inclusion of persons with disabilities in the public service.

The results of the GNWT Aboriginal Inclusion Survey conducted in fall 2013 were received in summer 2014. Survey results indicate that the GNWT's corporate initiatives to support Aboriginal inclusion are having a positive impact on the workplace. Employees are generally optimistic about the Aboriginal inclusion tools and strategies already in place, even as they constructively point out room for improvement in areas such as effective communication of diversity programs, increased coaching and mentoring, and visible leadership. An Action Plan to address the recommendations put forward to improve Aboriginal inclusion in the workplace and to remove identified barriers that Aboriginal persons encounter in obtaining employment and career advancement within the GNWT is under development for release in the fall of 2014.

Human Resources Strategic Directions

It is an exciting time for the NWT with new legislative authorities and jurisdictions over lands and resources. The GNWT is engaged in recruitment activities to recruit the necessary staff to perform the work required under the mandates of the various departments responsible for

supporting, managing and administering the use of land and water resources in the NWT.

Ongoing development of the public service through *20/20: A Brilliant North, the NWT Public Service Strategic Plan* remains a key priority. DHR continues to implement practical actions under *20/20* through the 4-year Action Plan for 2012 to 2016. Implementation of several initiatives intended to address anticipated labour shortages in the public service that focus on getting more Northerners into the public service and keeping them there is a priority. The *NWT Public Service Strategic Plan 2013-2014 Results Report* identified several areas showing significant positive results, which support recruitment of a diversified, inclusive and skilled workforce well above the targets established.

The GNWT faces a significant challenge in stabilizing its existing workforce. It has developed a Workforce Planning Strategy with a suite of sub-strategies to complement the work already underway with the NWT Public Service Strategic Plan. The goals and priorities of the Legislative Assembly and the NWT Public Service Strategic Plan are the foundation documents for the Workforce Planning Strategy, since these documents identify core and strategic priorities of the organization that can be linked to the skills and competencies that employees require to assist the organization in achieving those objectives.

2. RESOURCE SUMMARY

Departmental Summary

	(thousands of dollars)			
	Proposed 2015-16 Main Estimates	2014-15 Revised Estimates	2014-15 Main Estimates	2013-14 Actuals
Operations Expenses by Activity				
Directorate	3,906	3,825	3,817	3,034
Management and Recruitment Services	4,920	4,570	4,337	4,661
Strategic Human Resources	8,937	9,832	9,943	6,574
Regional Operations	3,270	2,721	2,721	2,711
Labour Relations	3,291	2,818	2,818	2,484
Total Operations Expense by Activity	**24,324**	**23,766**	**23,636**	**19,464**
Operations Expenses by Object				
Compensation and Benefits	15,909	15,075	14,973	15,934
Grants and Contributions	-	-	-	-
Other	8,344	8,620	8,592	3,458
Amortization	71	71	71	72
Total Operations Expenses by Object	**24,324**	**23,766**	**23,636**	**19,464**
Revenues	-	-	-	-

Human Resources Summary

	Proposed 2015-16 Main Estimates	2014-15 Revised Estimates	2014-15 Main Estimates	2013-14 Actuals
Yellowknife Headquarters	90	89	89	82
Regional / Area Offices	29	29	29	29
Other Communities	-	-	-	-
Total Number of Positions	119	118	118	111

KEY ACTIVITY 1 – DIRECTORATE

Description

The Directorate provides leadership and direction to the Department of Human Resources. The Directorate also provides strategic/corporate human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

Corporate Affairs coordinates planning and reporting activities for the department, provides expert financial, policy, public relations, and information systems advice and manages the departments' administrative services.

The Corporate Affairs Division is responsible for: developing and maintaining departmental policies, the department's budget management program, and the records management program; the provision of information systems and information management support to the department; providing strategic advice on departmental performance and emerging issues.

Responding to Goals and Priorities of the 17th Legislative Assembly

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through the goals and objectives of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

Priority 1 – Build a Strong and Sustainable Future for our Territory

DHR supports strengthening relationships with Aboriginal and other northern governments through partnering to improve program and service delivery and through training and support programs including:

- The NWT Public Service Strategic Plan has ongoing funding to implement initiatives designed to support development of, and enhance the capacity of community and Aboriginal governments across the NWT. DHR participates on the Public Service Capacity for Local Governments Steering Committee along with the Department of Municipal and Community Affairs (MACA), the NWT Association of Communities (NWTAC), and the Local Government Administrators of the NWT (LGANT). The Public Service Capacity for Local Governments Initiative includes a number of strategies to address the recruitment and retention challenges faced by community and Aboriginal governments. It developed a series of initiatives aimed at recruiting, training and retaining local government administrators and establishing local governments' ability to assess their own operational strengths and needs.

- Public service opportunities available with NWT Aboriginal and community governments are linked on the GNWT Careers website to help widen the potential recruitment pool for community and Aboriginal governments.

- The GNWT makes available to Aboriginal and community governments courses and workshops offered through the GNWT training calendar if space is available and the training is appropriate to the organization.

- The GNWT supports the utilization of intergovernmental secondments to build public service capacity at all levels of government. Secondments are a mechanism to share workforce knowledge and provide opportunities for individuals to enhance skills and experience.

- In 2014-15, a Memorandum of Intent on Capacity Building signed with the Gwich'in Tribal Council established a collaborative partnership to enhance the skills of Gwich'in beneficiaries in preparation for the implementation of self-government through internships, transfer assignments, secondments and other developmental tools shared between the organizations.

Priority 2 – Increase employment opportunities where they are needed most

- Decentralization of government positions and services is a priority of the GNWT. The Regional Recruitment Program has been developed to help fill regional vacant positions and support employment opportunities across the NWT by providing on-the-job training and support for regional residents.

Member Identified Priority – Find efficiencies government-wide

- DHR piloted Service Partnership Agreements with the Department of Health and Social and all Health and Social Services Authorities to confirm respective roles and relationships and to address the recommendation made by the Standing Committee on Government Operations (SCoGO) in spring 2011 that DHR and Health and Social Services implement such an agreement as per the Auditor General's recommendations. DHR and the Service Partnership Agreement Implementation Working Group are reviewing the impact to the service partnership agreements with the transfer of some human resource functions to the Department of Finance.

Departmental Highlights

Human Resource Management in the Public Service

The GNWT was honoured to be recognized as one of Canada's Top 100 Employers and Best Diversity Employers in 2013. The GNWT was honoured again, the second year in a row, as one of Canada's Best Diversity Employers in 2014. The GNWT was also recognized in 2013-14 as a Top Ten Innovator in the 10th Annual 'Innovations in Diversity' Awards competition, for its Aboriginal Cultural Awareness Training initiative. Aboriginal Cultural Awareness Training is

intended to enhance Aboriginal cultural understanding and reaffirm the fundamental interest the GNWT places on including Aboriginal values in program and service design and delivery. In 2013-14 facilitated training sessions were held in six communities with 197 participants; the training is now mandatory for all employees.

The GNWT was also honoured to be recognized as one of Canada's Top Employers for Young People in 2014. DHR continues to implement initiatives identified in the Student and Youth Strategy.

DHR is focused on providing leadership on human resource management supports for all departments and agencies in effectively recruiting, managing and retaining their staff by providing quality GNWT-wide programs, services and strategic advice in human resource management. DHR continues to focus on ongoing renewal of human resources policy and legislation, meeting terms and conditions of employment in collective agreements, marketing and promotion of GNWT careers, enhanced partnerships with client departments and agencies and the unions as well as developing metrics and measures to gauge success.

The DHR continues to implement the 2012-16 *20/20* Action Plan and the Workforce Planning Strategy to assist departments and agencies in meeting the objectives and priorities of the Legislative Assembly.

Human Resource Plan

A healthy, sustainable and productive workforce is essential for DHR to fulfill its mission and realize its strategic goals. DHR has undertaken a critical analysis of its current human resources practices as well as current and anticipated workforce requirements and labour market conditions to identify staff capacity issues and risks and set out the necessary actions to effectively manage those risks.

The Department's Human Resource Plan provides a framework to ensure the department has a stable workforce of skilled, engaged employees to fulfill its mandate.

From analysis of the key issues realized during the human resource planning process six human resources goals have been established for DHR:

1. Communications and Branding
2. Proactive Workforce Planning
3. Staffing Capacity and Development
4. Consistent Service and Leadership
5. Diversity and Representation
6. Workplace Health and Wellness

The Plan contains DHR's strategic approach to its current and future human resource needs with both goals and actions included in the Plan as well as related performance measures and

annual targets. The goals and performance measures will be reviewed annually and the results achieved will be compared to the intended targets to ensure that they continue to meet the human resource needs of the department.

Engagement with Stakeholders

DHR continues its partnership with stakeholder groups (e.g., Deputy Ministers' Human Resources Committee, and other communities of interest such as the Directors of Finance and Directors of Policy, Aboriginal Employees Advisory Committee (AEAC) and the GNWT Advisory Committee on Employability (GACE), to ensure the public service as a corporate resource is managed in a way that promotes stability, retention and maximum effectiveness. Stakeholder groups offer forums for discussion of shared issues, challenges and identification of solutions. DHR engages with these groups on a regular basis to review key frameworks, policies and tools as well as timing and approaches. Ongoing stakeholder engagement is a priority in 2015-16.

DHR conducts a client satisfaction survey to gauge satisfaction with the services and tools provided during the biannual Employee Engagement and Satisfaction Survey. In the last survey conducted in 2012, 76.3% of employees who completed the survey indicated they were "Satisfied" or "Very Satisfied" when asked about their overall satisfaction with the DHR. In particular, actions intended to promote the GNWT as an inclusive workplace, which support communities of interest such as the AEAC and GACE, and support recruitment of a diversified, inclusive and skilled workforce all show results well above the targets established. The next survey is planned for fall of 2014.

Legislation and Policy

In 2013-14, the Staff Retention Policy was updated and three ministerial policies (Affected Employee and Staffing Priority, Lay-off, and Voluntary Separation) were created. The Staff Retention Policy outlines the GNWT's commitment to retaining staff. Ministerial policies provide operational guidance to managers and employees.

The Criminal Records Check Policy was released in March 2014 and is an important staffing tool to manage the risks and liabilities faced by the GNWT, including health and education authorities.

The Learning and Development Policy was implemented in April 2014 and provides the broad statement of GNWT support for employee learning and development. The Policy provides for mandatory training in areas that reduce the GNWT's fiscal and/or legal exposure.

Implementation of the Human Resource Manual Action Plan continues. Fifty-one sections of the Human Resources Manual were changed in 2013-2014. Updates provide clarification for managers on responsibilities and on general processes. Updates identify provisions contained in collective agreements and employee handbooks.

In 2014-15, amendments to the *Public Service Act* were introduced to fulfill a duty to accommodate, to permit employees identified for lay-off to be placed in vacant positions without disrupting their continuous employment status and to remove a potential conflict of interest in the process of granting leave for political candidacy. In 2015-16, work to update the Public *Service Act Regulations* and *Staffing Appeal Regulations* will be undertaken.

In 2013-14, the GNWT and the Union of Northern Workers implemented a Memorandum of Agreement setting out processes for the safe disclosure of information by unionized employees on wrongdoing in the public service. The provisions of this agreement will remain in place until the GNWT enacts measures to provide safe disclosure protection for all employees. The DHR started the development of a legislative proposal on safe disclosure to apply to all public service employees. The work has been put on pause while awaiting results of the Standing Committee on Government Operations response to Motion 12-17(4) of the Legislative Assembly, on options for the creation of an office of the ombudsman for the Northwest Territories.

Communications

The DHR provides proactive and integrated communications to ensure employee and public understanding of human resource programs and services. The DHR redesigned and launched its website in October 2013 to provide enhanced information on human resource programs and services to employees. This site offers a fresh look, easy navigation and a focus on client needs.

Continued implementation of strategies for improving communications with internal and external stakeholders is a priority in 2015-16. Currently, the DHR uses a number of methods to communicate with employees, managers and stakeholders including:

- The internal Messenger message service through the GNWT email system which is a convenient way to provide all staff with information of government-wide importance in a timely and cost-effective fashion;
- Articles, program information and event happenings in Bear Facts, the GNWT employee newsletter;
- Facilitated meetings on specific topics relevant to client departments and agencies led by client service managers or program officers;
- Regular unit/divisional staff meetings; and
- Team or working group SharePoint sites to allow members to upload information, generate discussions and keep track of material.

In DHR, the Directorate Update is a monthly meeting attended by DHR employees, led by the Deputy Minister, to provide information on government wide and departmental programs and initiatives, give acknowledgements for work done and offer an opportunity for employees to provide feedback or receive answers to their questions and concerns. Additional information is provided through "Up Front and Personnel", a bi-monthly newsletter that goes out to all DHR staff with updates on current projects and initiatives alongside instructions on day to day

internal practice and procedure.

Official Languages

DHR is working to meet its legal obligations to provide French language communications and services under the NWT *Official Languages Act*. The DHR has a key role in advising and supporting Departments and Agencies in meeting their bilingual human resource needs towards implementation of enhanced communications and services in French. DHR supports French language services and:

- has developed an Operating Plan with goals and objectives consistent with the GNWT's Strategic Plan for French Language Communication and Services;
- has established positions to support the GNWT planning of French bilingual human resource requirements, French language training and proficiency, and staffing to ensure effective delivery of HR services in French in the four significant demand communities;
- provides an overview of official languages and French services and French-language obligations during staff orientation;
- has a bilingual Career website (gnwtjobs.ca) (travaillezaugtno.ca);
- has many bilingual procedures and guidelines to help French job seekers when applying for jobs with the GNWT (e.g., How to apply, Interview Tips, Resume Tips); and
- has created protocols for French translation of job posters, job descriptions and for resumes and cover letters.

To assist departments and agencies to promote and use the official languages in Government work places, DHR provides employee Certificates of Recognition in each of the 11 official languages.

In 2015-16, DHR will continue to promote and encourage French language communications and services and implement a French language training strategy.

Cross-Departmental Initiatives

Service Partnership Agreements

- The management of the GNWT's human resources is a shared service partnership between departments and agencies to enable the achievement of Government priorities.

Decentralization

- The Department of Human Resources continues to support other Departments' examination of further decentralization of positions and services to regions outside of Yellowknife.

Public Service Capacity Initiative

- Under the NWT Public Service Strategic Plan DHR continues, in partnership with MACA, the NWTAC, and the LGANT, to support implementation of programming under the Public Service Capacity Initiative.

Performance Measures

1. Client Satisfaction Survey: DHR Client Agreement Score

   This measures the average percentage of DHR Client Satisfaction Survey respondents who are "Very Satisfied" or "Satisfied" with the services provided by the GNWT Department of Human Resources.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
Overall DHR Client Agreement Score	1	76.3	75.1	75.8

2. Client Satisfaction Survey: Most helpful Resource for HR inquiries (% website, % HR helpdesk, % DHR)

   This measure captures the percentage of DHR Client Satisfaction Survey respondents who indicated the most helpful resource for HR inquiries.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
Most helpful Resource for HR inquiries (% website, % HR helpdesk, % DHR)	2	19.7%, 15.1%, 29.3%	n/a	n/a

3. Client Satisfaction Survey: First Resource for HR inquiries (% website, % HR helpdesk, % DHR)

   This measure captures the percentage of DHR Client Satisfaction Survey respondents who indicated the first resource used for HR inquiries.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
First Resource for HR inquiries (% website, % HR helpdesk, % DHR)	2	29.1%, 15.3%, 18.5%	n/a	n/a

4. HR Website client satisfaction Index (agreement score)

   This is a measure of the average percentage of DHR Client Satisfaction Survey respondents who "Strongly Agree" or "Agree" that the website has the information needed and that they can easily find information on the website and that the website is up-to-date.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
HR Website client satisfaction Index (agreement score)	2	79.8	82.4	84.1

5. PeopleSoft client satisfaction Index (agreement score)

   This measures the average percentage of DHR Client Satisfaction Survey respondents who "Strongly Agree" or "Agree" that they received adequate training for PeopleSoft, that PeopleSoft has the information they needed and that PeopleSoft information is accurate.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
PeopleSoft client satisfaction Index (agreement score)	2	77.2	78.4	76.7

KEY ACTIVITY 2 – MANAGEMENT AND RECRUITMENT SERVICES

Description

The **Management and Recruitment Services Division** is responsible for the provision of front-line general human resource services, which includes recruitment, administration of job competitions, client department support, and strategic advice to government-wide management in the area of human resource management.

Human Resources Services provides general human resource services through two client service centers: Yellowknife and Tłı̨chǫ. Human resource services include recruitment, administration of job competitions, labour relations advice, job description review, employee development and support to managers for human resource management, planning and employee recognition.

Allied Health Recruitment Unit provides specialized recruitment of allied health professionals in all regions.

Human Resource Operations provides comprehensive advice and support to guide recruitment and ensure corporate consistency.

Responding to Goals and Priorities of the 17th Legislative Assembly

Priority 2 – Increase employment opportunities where they are needed most

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan.*

Member Identified Priority – Find efficiencies government-wide

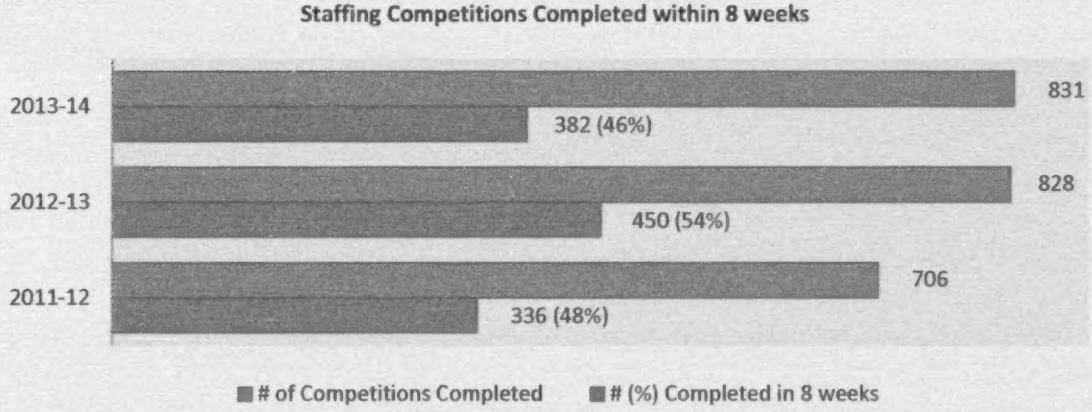
DHR provides strategic advice, information, and guidance to managers to allow them to plan, direct, and manage staff performance to meet operational requirements.

Departmental Highlights

<u>Staffing Competitions</u>

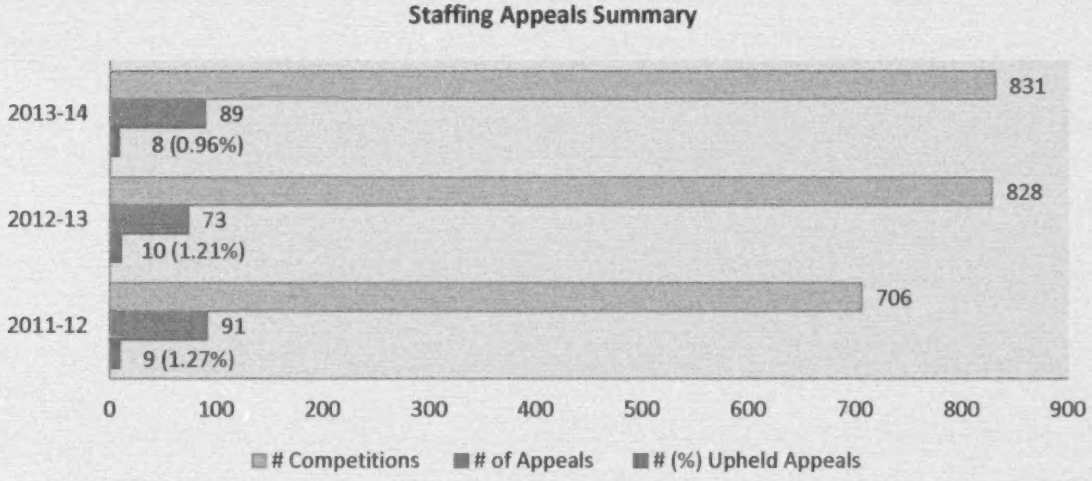
DHR maintains a continuous improvement focus for overall recruitment. Training for managers and selection committee members on eRecruit, the online recruitment system for the GNWT, is offered regularly through the GNWT Training Calendar. The percentage of staffing competitions completed within 8 weeks increased over last year.

During 2015-16, MRS will focus on the ongoing training needs of program managers involved with staffing to ensure they can utilize the functionality of eRecruit and enhance their understanding of the staffing guidelines, policy, processes, and procedures.



Staffing Appeals

The staffing appeals process provides for public accountability of appointments to public service positions through the competition process. Staffing Review Officers provide an independent review of the competition process by determining whether procedural fairness occurred in the application of applicable legislation, regulations, policies, directives and procedural guidelines. In 2013-14, out of a total of 831 competitions, less than 1% of competitions completed were upheld in appeal.

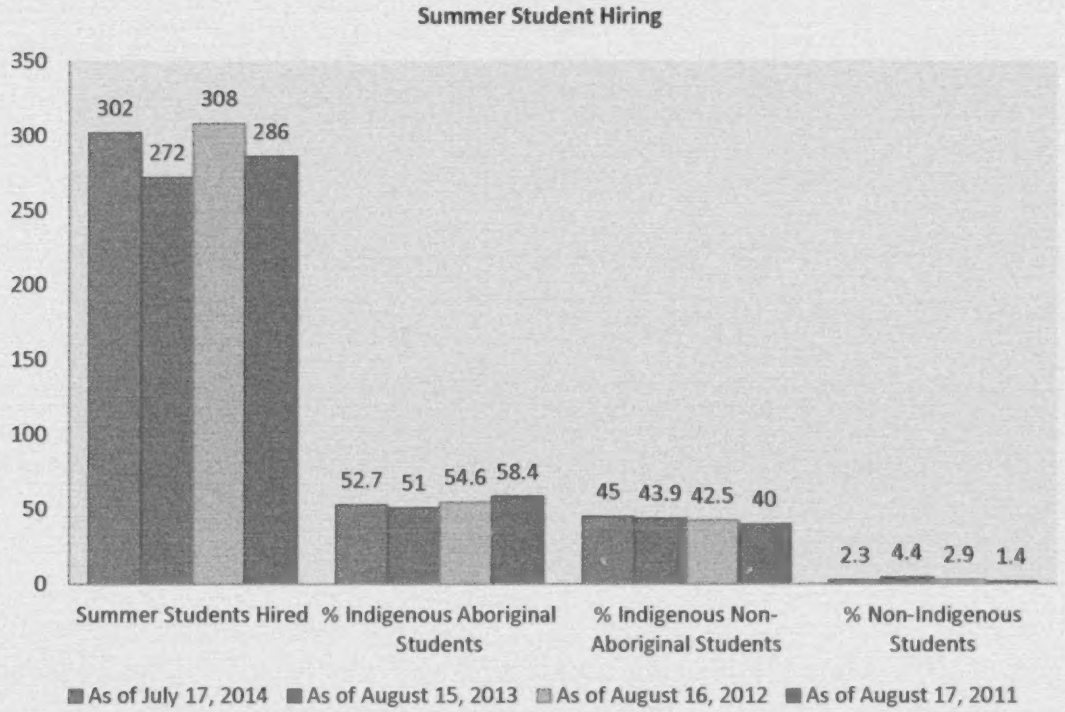


DHR works with staffing practitioners and Staffing Review Officers to decrease times for appeal decisions to be rendered.

In 2015-16, ongoing in-service training for staffing practitioners as well as training for selection committee members on GNWT staffing procedures will help to ensure understanding of the staffing process which in turn should contribute to a reduction in upheld appeals.

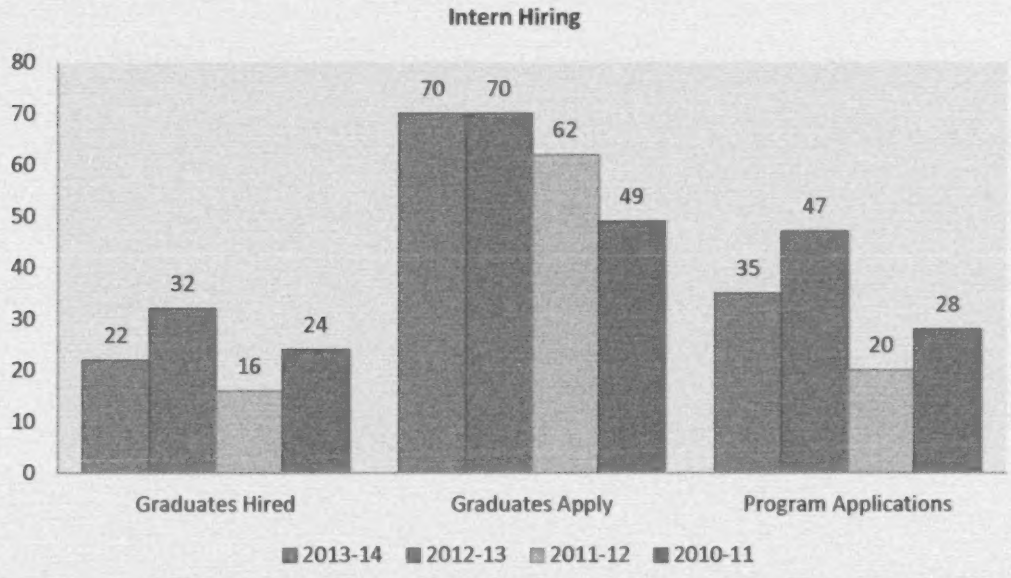
Summer Student Employment Program

The GNWT supports northern post-secondary students through the Summer Student Employment Program (SSEP), which provides students with valuable work experience to complement their formal education. The DHR takes an active role in providing guidance and advice to hiring managers when they are hiring summer students. The Department is committed to ensuring that the summer student hiring policies and procedures are clearly communicated to all departments prior to the commencement of the summer student hiring season.



Graduate Internship Program

The Graduate Internship Program provides an opportunity for northern post-secondary graduates to gain hands-on work experience with the GNWT through an internship.



At the end of the 2013-14 fiscal year, the GNWT redesigned the Graduate Internship Program to provide recent NWT graduates with improved career development options. The updated internship requirements provides new graduates better and longer opportunities to gain knowledge, skills, and experience to more easily transition into GNWT employment. Departments and agencies can extend the term of the internship to longer than one year where the internship is linked to occupational shortages in the GNWT. Eligibility for the program was extended to those who have graduated within the last twelve months, up from six months.

Staff hiring decisions, including summer students and interns, are the responsibility of individual departments. Programs such as the Summer Student Employment Program and strategic goals on student and youth initiatives, including the GNWT internship program validates the GNWT direction by being recognized as "Canada's Top Employers for Young People" for 2014, recognizing the GNWT for creating opportunities for the next generation entering into the workforce.

In 2015-16, the DHR will continue to implement an array of student and youth recruitment and retention initiatives to strengthen the public service and create employment opportunities throughout the NWT. The redesigned Graduate Internship program is one of the initiatives under the GNWT's Workforce Planning Strategy to address barriers to employment and support the goals of population growth by encouraging NWT students to return home after their post-secondary studies.

Cross-Departmental Initiatives

- There are no cross-departmental initiatives associated directly with this activity. The management of the GNWT's human resources is a shared service partnership between departments and agencies to enable the achievement of Government priorities.

Performance Measures

1. Client Services Managers Agreement Score Index

   This measures the average percentage of DHR Client Satisfaction Survey respondents who "Strongly Agree" or "Agree" that Client Service Managers responded in a timely manner, that information is communicated in a way they could understand, and they were satisfied with the services provided.

Performance Measure	Goal	2013-14	2012-13	2011-12
Client Services Managers Agreement Score Index	1	86.8	83.5	79.7

2. Recruitment Process Agreement Score Index

   This measure captures the average percentage of DHR Client Satisfaction Survey respondents who "Strongly Agree" or "Agree" that the recruitment process was conducted in a timely manner, that information was communicated in a way they could understand, and they were satisfied with the recruitment process.

Performance Measure	Goal	2013-14	2012-13	2011-12
Recruitment Process Agreement Score Index	1	70.8	79.9	73.7

3. Time to Hire Cycle Time (average)

   This measures the average number of calendar days from the date a job competition is approved to the date a verbal offer was extended.

Performance Measure	Goal	2013-14	2012-13	2011-12
Time to Hire Cycle Time (average)	2	66.5 days	61.6 days	n/a

4. Time to Hire Cycle Time (% below 56 days)

   This measure captures the percentage of competitions that took less than 56 calendar days (8 weeks) from the date the job competition was approved to the date the verbal offer was extended.

Performance Measure	Goal	2013-14	2012-13	2011-12
Time to Hire Cycle Time (% below 56 days)	2	47%	54%	n/a

5. Staffing Appeal Decision Ratio (% upheld of received)

   This measure capture the percentage of staffing appeals upheld compared to all staffing appeals received.

Performance Measure	Goal	2013-14	2012-13	2011-12
Staffing Appeal Decision Ratio (% upheld from all received)	2	8.99%	13.70%	9.89%

6. Staffing Appeal Decision Ratio (% upheld of all job competitions)

   This captures the percentage of staffing appeals upheld compared to all job competitions completed.

Performance Measure	Goal	2013-14	2012-13	2011-12
Staffing Appeal Decision Ratio (% upheld from all job competitions)	2	0.98%	1.21%	1.27%

7. % Aboriginal Applicants hired per Aboriginal Applications

   This measure captures the percentage of applicants hired that are Indigenous Aboriginal compared to the number of applications received from indigenous Aboriginal applicants.

Performance Measure	Goal	2013-14	2012-13	2011-12
% of Aboriginal Applicants hired per applications	4	5.21%	n/a	n/a

KEY ACTIVITY 3 – STRATEGIC HUMAN RESOURCES

Description

The **Strategic Human Resources Division** is responsible for leading government-wide human resource management. The Division is responsible for leading the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

Job Evaluation and Organizational Development coordinates the evaluation of GNWT positions through implementation of the Hay Job Evaluation System, provides training on the job evaluation system and the creation of job descriptions, maintains GNWT organization charts and provides advice and support to management on organizational development.

Employee Development and Workforce Planning manages the development and implementation of government-wide human resource management programs particularly in the areas of retention; workforce planning; employee recognition; management, leadership, and employee development; health and wellness; workplace safety; and diversity. The Unit also provides specialized recruitment advice as well as planning and implementation of specialized recruitment programs, strategies and initiatives.

The **Business Performance Unit** identifies, consolidates, measures, and reports information relevant to strategic, operational, and transactional human resources goals, particularly in the areas of workforce reporting, Human Resource (HR) metrics, business process improvement and HR analytic activities.

Responding to Goals and Priorities of the 17th Legislative Assembly

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

Priority 2 – Increase employment opportunities where they are needed most

DHR has developed a Workforce Planning Strategy that provides an organized approach, using labour market research and workforce information, to align business processes (recruitment, retention, development and knowledge management) that meets the needs and priorities of the GNWT.

Member Identified Priority – Find efficiencies government-wide

DHR has been strengthening its workforce reporting and data analysis capacity to inform program and policy development and provide evidence-based decision making to Departments and Agencies. DHR continues to engage departments and agencies to further develop GNWT workforce metrics and improve decision making.

DHR provides semi-annual GNWT workforce metrics reports to the Standing Committee on Government Operations.

Departmental Highlights

Workforce Planning

The Workforce Planning Strategy assists the GNWT to recruit and retain high quality employees, to ensure organizational stability and to achieve corporate and operational goals. Workforce planning is important to ensure that corporate and strategic goals and operational activity are linked. The Workforce Planning Strategy provides the GNWT with a systematic way to proactively plan and to work to ensure the right number of people, with the right skills, in the right place, and at the right time.

The GNWT actively works on recruitment initiatives to fill vacant positions and on retention initiatives to assist in engaging and motivating the existing workforce. The Workforce Planning Strategy provides a framework for current and future recruitment activities to continue to develop retention strategies that engage and recognize existing employees and to provide tools that align recruitment efforts to corporate objectives. The Workforce Planning Strategy includes the following sub-strategies that organize recruitment and retention activities:

- Regional Recruitment Strategy
    - Program intended to increase regional employment opportunities, by using unique approaches to link NWT residents with on-the-job training.
- Inclusive Recruitment Strategy
    - Strategy to identify employment barriers within the GNWT recruitment process that impacts the ability for some individuals within the priority groups identified in the Affirmative Action Policy to obtain employment and/or advancement in the GNWT.
- Student and Youth Strategy
    - Strategy to examine existing student and youth employment programs to determine if any enhancements can be made and to develop new programs and initiatives as required, to help ensure that young northerners choose the GNWT as an employer upon completion of their studies.
- Career Fair Strategy
    - Strategy that outlines how and when the GNWT will undertake targeted recruitment at career fairs and how to better coordinate and align internal career fair efforts amongst departments and agencies.
- Knowledge Retention Framework
    - A variety of tools, resources and supports are being developed to assist departments and agencies with mentoring, coaching and knowledge retention of employees.

    - The tools include a competency assessment tool and a pilot Mentorship Program with the Canadian Executive Service Organization (CESO).
- Hard to Recruit Framework
    - Strategy to fill current and future vacancies in areas where there is an NWT and/or national skill shortage and tools to provide assistance to departments and agencies in making decisions about how to allocate time and resources when making decisions about recruitment efforts.
- Refocusing Recruitment Strategy
    - Strategy to review internal DHR processes to determine what changes are required to streamline and improve recruitment.
- Bilingual Recruitment Strategy
    - The GNWT French Languages Services Plan commits the GNWT to a wide range of actions and a strategy is being developed to identify recruitment efforts, targeted to positions determined by departments to be "bilingual required."

With a multi-generational workforce, employee health issues/costs, family care responsibilities, work-life balance expectations, and social technology use the GNWT must explore innovative approaches for talent management. At the same time, there is a strong need to continue programs for staff development and cross transfer of corporate knowledge and skills amongst the multi-generations throughout the organization.

In 2015-16, work to conclude the third and final *20/20: A Brilliant North, the NWT Public Service* Action Plan will be completed. The 2016-2019 Action Plan will build on the actions completed over the life of the 10-year Strategic Plan to continue to shape and sustain the GNWT as an employer of choice.

Learning and Development Policy

The GNWT values lifelong learning for its employees, supports a competent and well trained public service, and strives to provide employees with access to learning and development opportunities that support their ability to effectively and efficiently deliver department and agency mandates to provide programs and services to the residents of the NWT. The GNWT implemented a Learning and Development Policy in April 2014, which identifies learning and development opportunities consistent with employees' job functions, career aspirations and learning and development plans. It also identifies when mandatory training may be required, including:

- Labour Relations – mandatory for managers/supervisors - Labour Relations training provides participants with knowledge and information on the legal framework related to GNWT policies and procedures on such topics as progressive discipline, medical termination, abandonment of position, and attendance management.
- Duty to Accommodate – mandatory for managers/supervisors - The GNWT has a legal duty to accommodate employees in instances where due to injury, medical conditions

or any other prohibited ground enumerated under the Human Rights Act, an employee's ability to work has been compromised.

- OHS Supervisor Safety – mandatory for managers/supervisors - This course assists managers and supervisors to meet or exceed the Northwest Territories Safety Act and General Regulations. Topics include Employer/Supervisor Duties; Hazards and Risks; Incident Reporting; Safety Leadership.
- Aboriginal Cultural Awareness Training – all employees (on-line access) - This training is for new and existing employees and is accessible to the public. It reflects political priorities included in the Public Service Strategic Plan related to inclusion and diversity, and is intended to enhance Aboriginal cultural understanding and reaffirm the fundamental interest the GNWT places on including Aboriginal values in program and service design and delivery.
- PeopleSoft (all employees) and SAM (all employees authorized to access) - The Human Resources Information System, often referred to as PeopleSoft, is an online program available to all GNWT employees where they can perform a variety of tasks related to pay, timesheets and other human resource functions. The System for Accountability and Management (SAM) is an on-line program that is the financial system used by the GNWT.

Leadership Development Program

The GNWT has partnered with the University Of Alberta School Of Business, Executive Education, to create the GNWT Leadership Development Program for executive managers, managers and emerging managers.

The Program assists the GNWT in workforce planning by providing managers and emerging managers with opportunities to further enhance their existing management competencies, and to prepare them for future roles and/or advancement within the GNWT. This revised program provides an academic perspective on leadership in the public service. It also incorporates the competencies that are required in the GNWT environment.

Management Series

The Management Series ensures managers have a consistent knowledge base regarding the GNWT framework regardless of their occupational area, provides managers with information that assists with their existing and future career, and increases the overall management competency of employees in management and supervisory positions. The Management Series offers a blend of mandatory and elective courses that provide supervisors and managers with information on the processes and procedures used by the GNWT, and to provide the context in which the GNWT operates.

Marketing

The GNWT has a corporate approach to promotion and marketing of careers, but also uses targeted recruitment strategies to reach diverse audiences in order to help enhance the quality of the applicant pool for specific occupational shortages.

In August 2013, the DHR launched a GNWT Careers website – www.gnwtjobs.ca. The Careers website allows the GNWT to access skilled workers through various marketing means, which assist with recruitment and retention. The website includes information on the benefits of working with the GNWT, provides information on communities in the NWT and provides visitors with access to eRecruit to apply to jobs. Visitors can sign up to become a member of the GNWT's Talent Community which ensures the GNWT can stay in touch with members to share information of future employment opportunities.

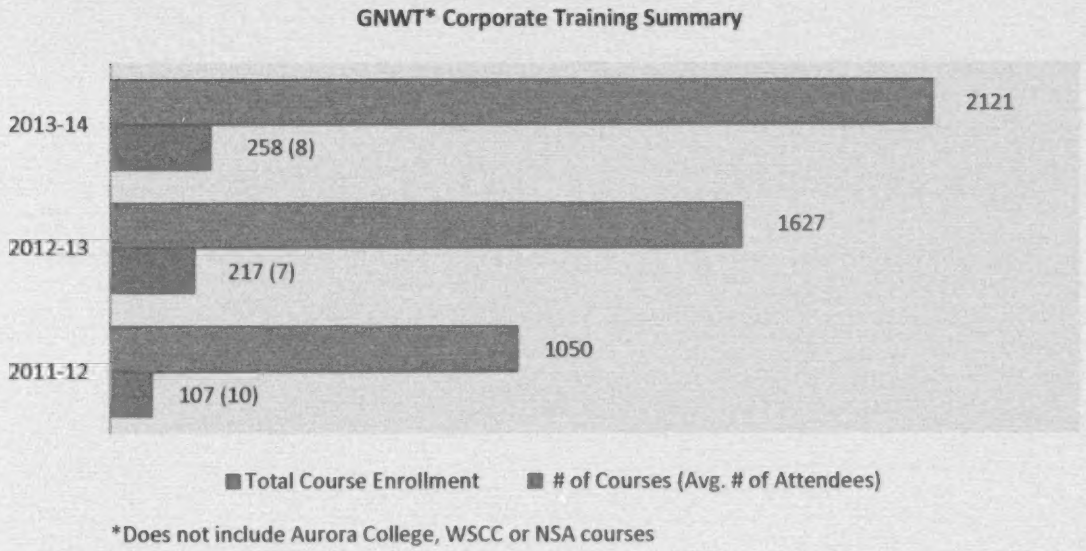
TravaillezauGTNO.ca, a French version of the GNWT Career website was officially launched in May 2014. The Travaillez au GTNO website makes it easier for French-speaking job seekers to learn about and apply for positions in the GNWT and to encourage bilingual French workers throughout the NWT and Canada.

DHR continues to use social media such as LinkedIn, Facebook and Twitter to expand the reach of the GNWT in recruiting qualified professionals and retaining employees by advertising GNWT jobs out for competition while providing information on the benefits of living in the NWT.

DHR is targeting individuals across the NWT by promoting the HR Service Centres as a positive resource for residents and clients to obtain information on GNWT employment opportunities and human resource programs and services. HR Open Houses have taken place in Fort Simpson, Hay River, Inuvik, Norman Wells, Fort Smith, Yellowknife and Behchoko and will be offered twice a year in all HR Service Centres.

Corporate Training

The GNWT supports employee lifelong learning by offering a variety of courses and workshops. In response to client identified training needs and corporate training initiatives, DHR co-ordinates courses relevant to all employees through the online GNWT Training Calendar. Recent course offerings included labour relations training, job description writing, competency based performance management, employee orientation as well as those provided by learning partners such as health and wellness with the GNWT Employee and Family Assistance Program provider Shepell.fgi.



Occupational Health and Safety

DHR continues its work in establishing a government-wide occupational health and safety (OHS) program to support departments and agencies in ensuring their workplaces comply with health and safety standards. DHR provides support, guidance, and advice to assist departments in improving health and safety practices within all GNWT workplaces. Significant progress has been made over the last few years to ensure all GNWT employees are aware of OHS requirements.

2015-16 activities are focused on delivering the established GNWT-wide training program, so that all employees can access training based on their role (manager, OHS committee member, etc.) within the organization. Guidelines and templates are also being developed to provide employees and OHS committee members/chairs with tools and resources to ensure the GNWT remains a safe employer.

Management Competencies

As part *20/20: A Brilliant North, the NWT Public Service Strategic Plan* there was an identified need to demonstrate a commitment to the learning and development of employees. Employee learning and development ensures the continued delivery of GNWT programs and services to NWT residents. DHR has developed and identified several initiatives for departments to use to increase their employees skills, education and training.

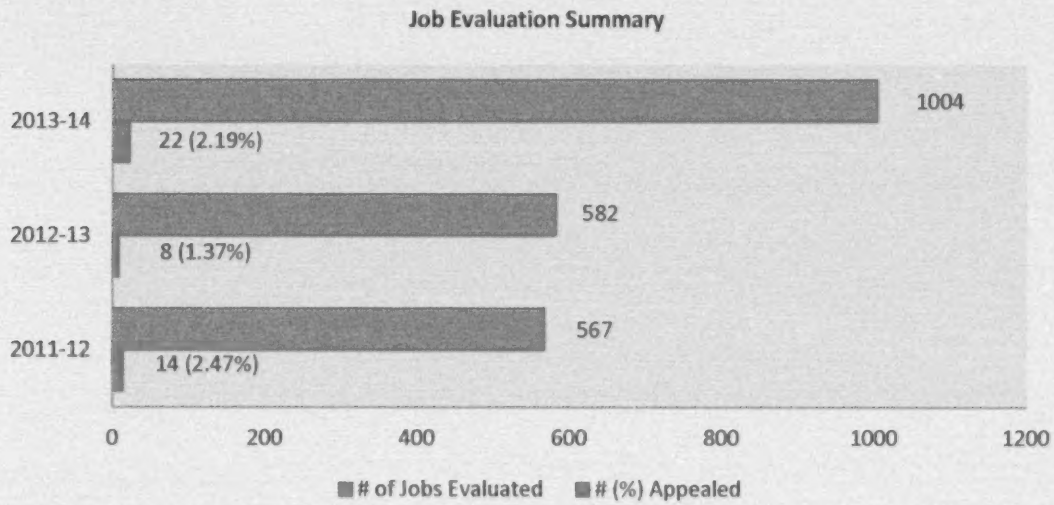
Competency based performance management focuses on identifying and defining the competencies that are important for successful performance in different roles in the GNWT. The model forms the basis of strategic human resource processes, such as attraction, selection, retention, performance management, development and succession planning and was

implemented for all senior managers in 2013-2014; is being implemented for managers/supervisors in 2014-2015; and will be implemented for all employees in 2015-2016.

An online performance assessment and learning and development tracking tool, ePerformance, is being rolled out concurrently with the competencies.

Job Evaluations

Job evaluation is the analysis and evaluation of the required know-how, problem solving, accountability and working conditions of a job. The result establishes the relative value of a job within the GNWT and establishes a position's level of pay. DHR provides advice and guidance related to proposed departmental reorganization projects and performs job evaluations for all departments and agencies. It is responsible for periodic reviews of benchmark job families and subsequent reviews of jobs across the GNWT that fall within those families. Job evaluation appeals are received when an excluded or UNW employee disagrees with the Job Evaluation Committee's evaluation of their position.



In 2013-14, there was an increased in the number of jobs evaluated related to the devolution of programs and services to the GNWT.

Aboriginal Employment

DHR is supporting long and short term opportunities for the development of Aboriginal persons to sustain representation at all levels of the public service. During 2013-14, an Associate Director of Aboriginal Employees Initiatives position was established to support a range of initiatives to recruit, advance and retain Aboriginal employees including:

- Aboriginal Management Development Program to develop and place Aboriginal people into management and senior management positions;
- Aboriginal Cultural Awareness Training intended to enhance Aboriginal cultural understanding and reaffirm the fundamental interest the GNWT places on including Aboriginal values in program and service design and delivery;
- Workforce Planning Strategy, including a Regional Recruitment Strategy and an Aboriginal Inclusion Strategy;
- "How to Apply for a GNWT Job" training decks; and
- Capacity building agreements with Aboriginal Governments and organizations to enhance the skills and knowledge of beneficiaries, in preparation for the implementation of self-government.

In fall 2013, the Aboriginal Human Resource Council, an external organization mandated to advance the full labour market participation of Aboriginal peoples in Canada, conducted an Aboriginal Inclusion Survey with all GNWT staff. The intent of the survey was to obtain evidence-based information to assist in identifying areas of the recruitment process and retention initiatives where existing practices may contribute to creating barriers for Aboriginal persons.

The Aboriginal Inclusion Survey results indicate that the GNWT has mastered many corporate human resource strategies and approaches that proactively support Aboriginal inclusion. Employees are generally optimistic about the Aboriginal inclusion policies already in place, even as they constructively point out room for improvement:

- Employees describe their workplace as a good place to work and there is a high level of engagement;
- GNWT has put in place many human resource policies and strategies to attract indigenous Aboriginal people to its workplace;
- Employees understand that the executive teams are highly committed to achieving the organization's goals for Indigenous Aboriginal recruitment, advancement and retention;
- The use of data such as exit interviews can be part of a broader set of practices which the GNWT can use to gather information to support more robust retention strategies;
- Communication planning can be enhanced to inform employees of the goals and employment strategies that are in place to make the GNWT a more inclusive and representative public service;
- Workplace supports such as mentoring, coaching and support networks are some suggestions to support the needs of Indigenous Aboriginal employees; and
- Human Resource systems used to strengthen accountability which support goals for an inclusive workplace and representative workforce should be reviewed.

DHR is working closely with the Aboriginal Employees Advisory Committee (AEAC) to review the results and develop the GNWT's response to the recommendations.

Cross-Departmental Initiatives

Work with departments and agencies (e.g., Health and Social Services; Education, Culture and Communications; Industry, Tourism and Investment, etc.) to compile an inventory of tools and resources available to highlight and promote the opportunities and the benefits of employment with the GNWT and life in the NWT.

Performance Measures

1. Job Evaluation Agreement Score Index

   This measure captures the average percentage of DHR Client Satisfaction Survey respondents who "Strongly Agree" or "Agree" that the job evaluations were conducted in a timely manner, that information was communicated in a way they could understand, and they were satisfied with how the job evaluations were conducted.

Performance Measure	Goal	2013-14	2012-13	2011-12
Job Evaluation Agreement Score Index	1	75.6	57.5	67.0

2. Job Review, Assessment and Evaluation cycle time (avg # of days)

   This measure captures the average number of calendar days from the date the job evaluation request was received to the date the job evaluation decision was sent to the department or agency.

Performance Measure	Goal	2013-14	2012-13	2011-12
Job Review, Assessment and Evaluation cycle time (avg # of days)	2	25 days	38 days	48 days

3. Job Evaluation Appeal Ratio

   This measure captures the percentage of positions evaluated that were appealed by the incumbent.

Performance Measure	Goal	2013-14	2012-13	2011-12
Job Evaluation Appeal Ratio	2	2.19%	1.37%	2.47%

4. Aboriginal Employment Representation

   This measure captures the percentage of Indigenous Aboriginal Indeterminate, Term and Relief employees as it relates to all GNWT Indeterminate, Term and Relief employees (as at March 31).

Performance Measure	Goal	2013-14	2012-13	2011-12
Aboriginal Employment Representation	4	32.30%	32.10%	31.90%

5. Aboriginal Senior Manager Representation

   This measures the percentage of Indigenous Aboriginal Senior Management Indeterminate, Term and Relief employees as it relates to all GNWT Senior Management Indeterminate, Term and Relief employees (as at March 31).

Performance Measure	Goal	2013-14	2012-13	2011-12
Aboriginal Sr. Manager Representation	4	20.20%	19.60%	18.70%

6. To be Filled Vacancy rate

   This measures the percentage of all GNWT PeopleSoft positions that are considered "to be staffed" in the current fiscal year or currently in the staffing process, as identified by GNWT Departments and Agencies.

Performance Measure	Goal	2013-14	2012-13	2011-12
To be Filled Vacancy rate	4	8.26%	10.40%	n/a

7. Safe Advantage Program Results

   This measures the results of the WSCC's Safe Advantage Program management practices questionnaire and financial outcome (based on claims experience costs and management practices).

Performance Measure	Goal	2013-14	2012-13	2011-12
Safe Advantage Program Results	5	Pass (forfeit refund)	Pass (CE Penalty)	Pass (CE Penalty)

8. Training Courses Client Satisfaction Agreement Score

   This measures the percentage of DHR Client Satisfaction survey respondents who "Strongly Agree" or "Agree" that the training courses offered through the GNWT are the types of courses needed to do their job.

Performance Measure	Goal	2013-14	2012-13	2011-12
Training Courses Client Satisfaction Agreement Score	5	41.6%	40.9%	48.2%

KEY ACTIVITY 4 – REGIONAL OPERATIONS

Description

The Regional Service Centres are responsible for the provision of front-line general human resource services, as well as strategic advice and guidance in the areas of human resource management and planning to regional management that support the recruitment and retention of the public service. Human resource services include recruitment, labour relations advice, job description review, employee development, and support for human resource planning and employee recognition.

The **Northern Region** consists of the Inuvik and Sahtu Service Centres.

The **Southern Region** consists of Fort Smith, Hay River, and Dehcho Service Centres.

Responding to Goals and Priorities of the 17th Legislative Assembly

Priority 2 – Increase employment opportunities where they are needed most

- Decentralization of government positions and services is a priority of the GNWT. The Regional Recruitment Program has been developed to help fill regional vacant positions and support employment opportunities across the NWT by providing on-the-job training and support for regional residents.

Departmental Highlights

<u>Regional Recruitment Program</u>

Under the umbrella of the Workforce Planning Strategy, the Regional Recruitment Program (RRP) is intended to assist with increasing regional employment opportunities by supporting and assisting departments and agencies in the recruitment and development of Northern residents through on-the-job training. Key features of the Regional Recruitment Program include work plans and on-the-job training and development geared to help candidates become successful in positions; ongoing "check ins" with hiring managers and with program participants; and the provision of hands-on assistance from existing employees.

A Regional Recruitment Specialist position based in Fort Smith coordinates administration of the program and supports for both employees and hiring managers participating in the program. Interest in the program from hiring managers in departments and agencies is high.

Since the start of the program in January 2014, six RRP positions have been approved in the communities of Fort Simpson (2), Fort Providence (2), Inuvik (1) and Yellowknife (1). As of July 31, 2014, three of these positions have been filled and three are in the process of being filled.

Five additional positions are currently being evaluated for approval in the communities of Hay River, Fort Simpson, Fort Smith, Tsiigehtchic, and Inuvik.

In 2015-16, DHR will continue to promote the Regional Recruitment Program as a recruitment option.

Duty to Accommodate

DHR has established decentralized Duty to Accommodate Advisor positions located in Inuvik and Hay River. These positions will continue to work collaboratively in 2015-16 to provide duty to accommodate services, training and support to GNWT operations in communities outside of Yellowknife.

During 2015-16, Regional Operations will support continued implementation activities associated with the collective agreement, the Business Process Improvements analysis and Service Partnership Agreements with a focus on ensuring managers and employees receive support, information and advice on human resources programs and services.

Cross-Departmental Initiatives

- The management of the GNWT's human resources is a shared service partnership between departments and agencies to enable the achievement of Government priorities.

Performance Measures

The regional HR service centres deliver all departmental programs and services and are captured in corporate measures reporting.

KEY ACTIVITY 5 – LABOUR RELATIONS

Description

The **Labour Relations Division** is responsible for undertaking the strategic management of terms and conditions of employment for public servants that promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of staff. The Division is responsible for the consistent application of the Duty to Accommodate Injury and Disability Policy and Guidelines and the Harassment Free and Respectful Workplace Policy and Guidelines.

Advice and Adjudication provides advanced labour relations advice to managers and human resource staff including collective agreement interpretations, human rights requirements and other employment contract interpretations.

Accommodation, Bargaining and Investigation is responsible for implementation of the Duty to Accommodate Policy, investigations conducted under the Respectful Workplace and Harassment Free Policy, and collective bargaining on behalf of the GNWT.

Responding to Goals and Priorities of the 17th Legislative Assembly

Priority 2 – Increase employment opportunities where they are needed most

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

Member Identified Priority – Find efficiencies government-wide

DHR provides strategic advice, information, and guidance to managers to allow them to plan, direct, and manage staff performance to meet operational requirements.

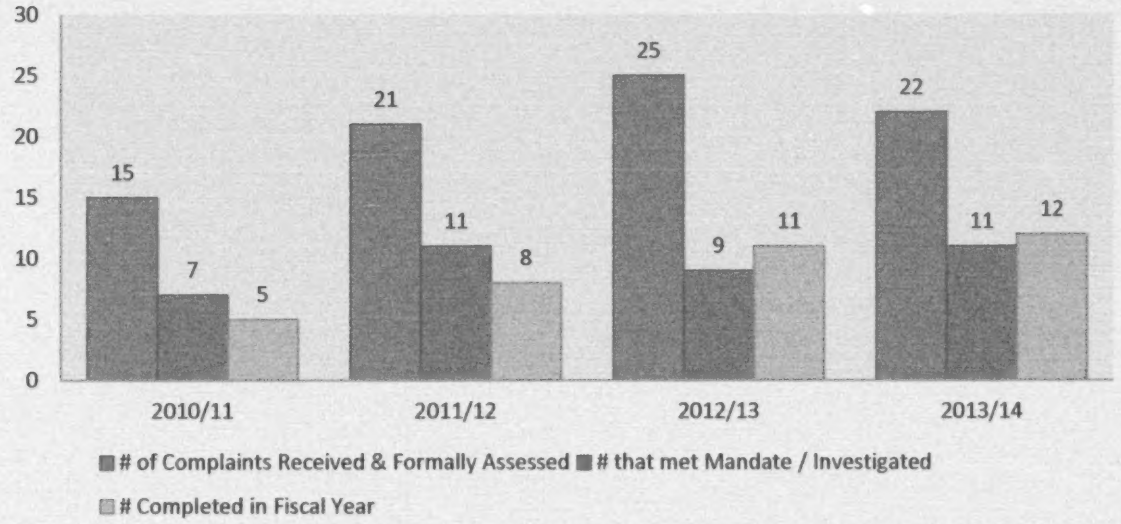
Departmental Highlights

<u>Harassment Free and Respectful Workplace Policy Investigations</u>

The GNWT ensures a positive work environment through ongoing training for managers and employees. In addition, DHR provides strategic human resource advice and guidance to program managers on a range of positive management practices. Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in prevention and early resolution of conflicts.

Some complaints do not meet the mandate of existing policy, but warrant further investigation. In addition, client departments and agencies may initiate investigations for workplace issues that fall outside the mandate of the Harassment Free and Respectful Workplace Policy.

Number of Harassment Free and Respectful Workplace Policy Investigations Completed



DHR facilitated 5 Respectful Workplace Workshops at the request of departments and agencies in 2013 and has scheduled 10 Respectful Workplace training sessions for managers, with 4 sessions taking place in the regions, in 2014-15.

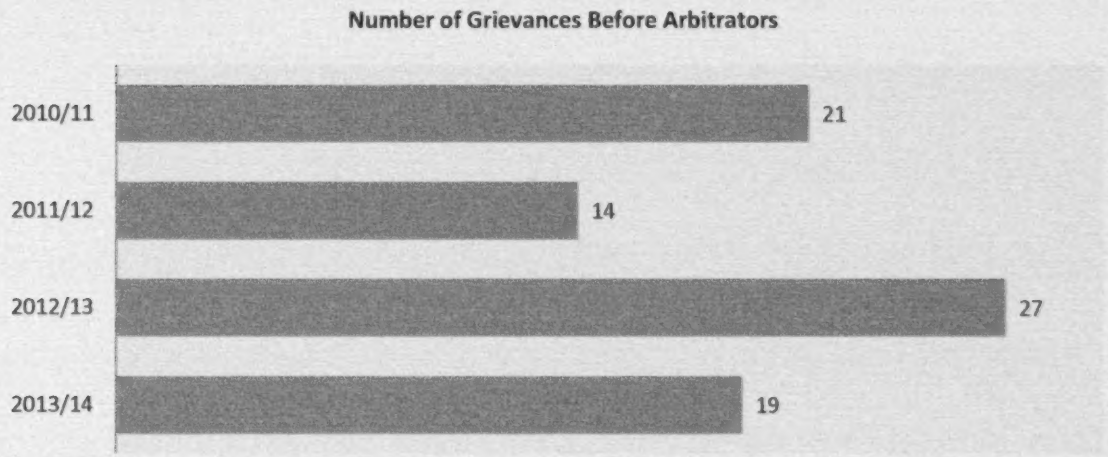
DHR will continue training for managers in 2015-16 to ensure their understanding of prevention and early resolution of conflicts and methods they can use to incorporate this information into everyday work practices.

Grievances and Arbitrations

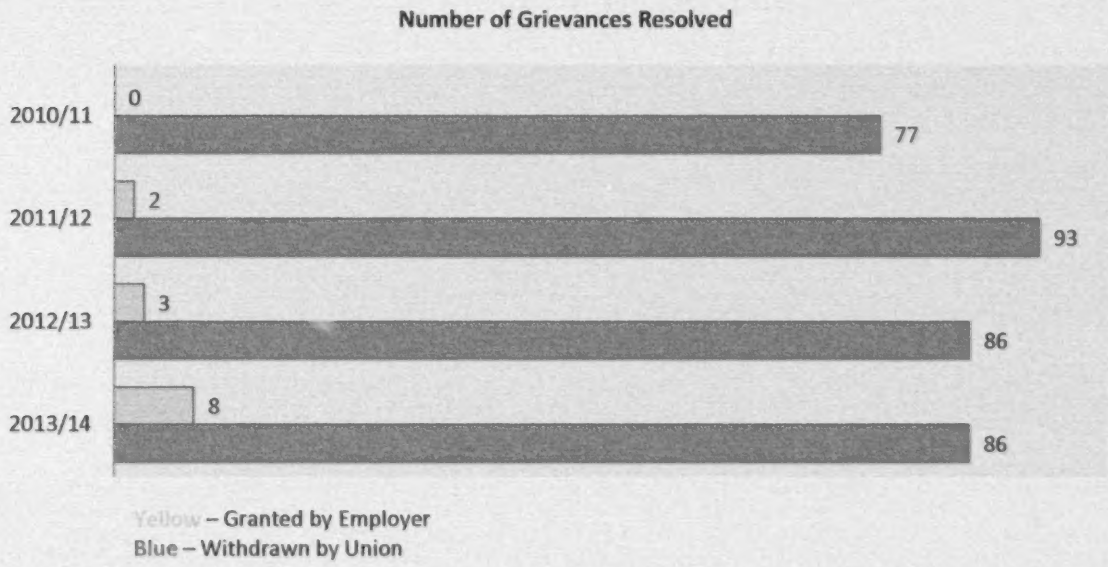
Management of arbitrations is a joint process between the Union and the GNWT, requiring agreement between the parties on how to reach resolutions. Senior Labour Relations staff and UNW representatives meet each month to address outstanding grievances referred to arbitration with the intent to resolve them to the mutual satisfaction of both parties or schedule them for arbitration.

Human resource management practices such as monitoring employee performance, supporting employee development and ensuring staff have the tools they need to do their job are the responsibility of program managers. Client service managers provide strategic human resource advice and guidance to program managers on a range of positive management practices.

Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in a lower number of grievances.



The number of grievances referred to arbitration had been declining as a result of proactive collaboration; however, an increase had been experienced in 2011 which is not uncommon when the parties are in negotiations as was the case in 2011.



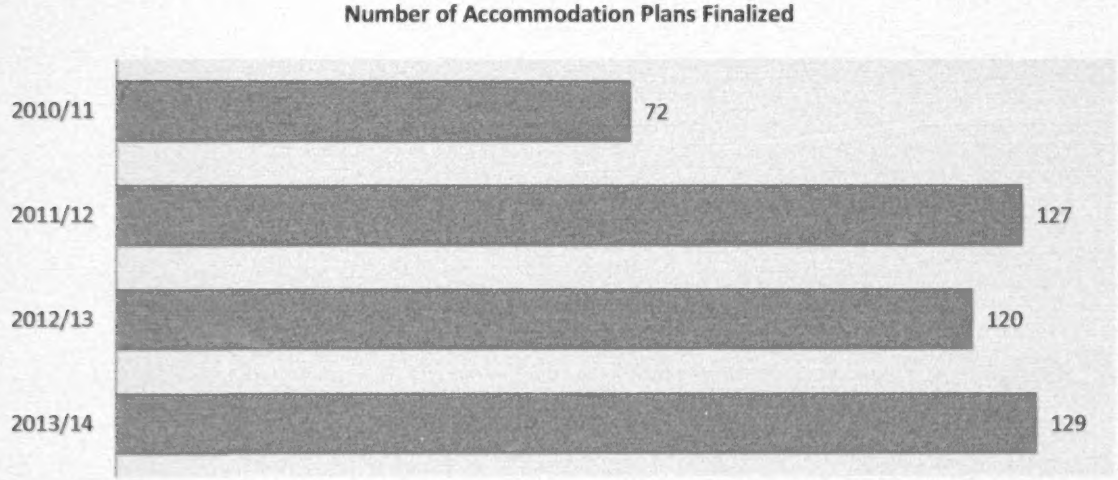
DHR provides regular labour relations training to supervisors and managers to assist in their development and to reinforce their positive management practices. DHR will focus support to

client department and agency managers with changes to human resources programs and services resulting from implementation of the NWT Public Service Strategic Plan.

Duty to Accommodate

The GNWT, as an employer, has a duty to accommodate its employees in instances where due to injury, medical conditions or any other prohibited ground enumerated under the *Human Rights Act*, an employee requires accommodation to remain in or return to the workplace. In 2011, the GNWT implemented the Duty to Accommodate Injury and Disability Policy to ensure Deputy Heads, employees, and stakeholders understand their responsibilities.

The accommodation process involves cooperation between the GNWT, unions and employees to identify safe, timely, and reasonable measures to accommodate employees. The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as soon as is reasonably and safely possible.



Duty to Accommodate training is offered to managers in all departments and information sessions are facilitated for employees. There are 10 sessions scheduled for Managers/Supervisors in 2014, including 6 regional locations.

Accommodation measures are individualized and treated on a case by case basis depending upon an employee's limitations and restrictions as well as job demands. Management of accommodation cases is usually ongoing with updated medical information needed and modifications to accommodation plans required. In 2011-12, the baseline year, 20 permanent/long term accommodations were finalized. As of April 30, 2014, there are 241 active case files underway GNWT-wide that require return to work plans and accommodations to enable employees to remain in the workplace or successfully return to work.

Collective Bargaining

Fair and equitable treatment of employees is established through clear terms and conditions of employment negotiated with bargaining representatives. The Collective Agreements between the GNWT and the Union of Northern Workers (UNW) and the Northwest Territories Medical Association (Physicians) expire on March 31, 2016. As well, the Collective Agreement between the GNWT and the Northwest Territories Teachers' Association (NWTTA) expires on July 31, 2016. The agreements currently in place provide employees with predictable, stable terms of employment.

Negotiations with employee bargaining representatives are mandatory and the *Public Service Act* outlines the timing and process. Collective bargaining actions will have to begin during the 2015-16 fiscal year.

DHR is focused on proactively planning for bargaining and has established a unit tasked with the responsibility for preparing and supporting collective bargaining on behalf of the GNWT.

Cross-Departmental Initiatives

- There are no cross-departmental initiatives associated directly with this Key Activity.

Performance Measures

1. Number of HFRW Policy investigations completed

   This measures the number of Harassment Free and Respectful Workplace Policy investigations completed in the fiscal year.

Performance Measure	Goal	2013-14	2012-13	2011-12
# of HFRW Policy investigations completed	1	12	11	8

2. Percentage of HFRW complaints that met mandate and investigated

   This measures the percentage of Harassment Free and Respectful Workplace Policy complaints that met the policy mandate and were investigated in a fiscal year.

Performance Measure	Goal	2013-14	2012-13	2011-12
Percentage of HFRW complaints that met mandate and investigated	1	50%	36%	52%

3. Number of Arbitration hearings

This measures the number of Arbitration hearings currently before arbitrators.

Performance Measure	Goal	2013-14	2012-13	2011-12
# of Arbitration hearings	1	19	27	14

4. Number of Grievances settled (withdrawn/accepted)

This measures the number of employee grievances settled, either by withdrawal or acceptance.

Performance Measure	Goal	2013-14	2012-13	2011-12
# of Grievances settled (withdrawn/accepted)	1	94	89	95

5. Number of accommodation plans finalized

This measures the number of accommodation plans finalized under the Duty to Accommodate Injury and Disability Policy.

Performance Measure	Goal	2013-14	2012-13	2011-12
Number of accommodation plans finalized	5	129	120	127

APPENDICES

Human Resources

Appendix I - Financial Information

Schedule 1 - Operations Expense Summary

Schedule 2 - Explanation of Proposed Adjustments to Operations Expenses in 2015-16

Schedule 3 - Major Revenue Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 4 - Proposed Adjustments to Grants, Contributions & Transfers: 2014-15 Main Estimates to 2015-16 Business Plan

Appendix II - Human Resources Reconciliation

Schedule 1 - Position Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 2 - Human Resources Statistics

Appendix III - Infrastructure Investments

Operations Expense Summary

Schedule 1

(thousands of dollars)

	2014-15 Main Estimates	PROPOSED ADJUSTMENTS: Sunsets	Initiatives	* Forced Growth	Internal Transfers	** Inter-Departmental Transfers and Other Adjustments	Amortization	2015-16 Business Plan
Directorate								
Directorate	**643**			24				**667**
Corporate Affairs	**3,174**			325	8	(268)		**3,239**
	3,817	-	-	**349**	**8**	**(268)**	-	**3,906**
Management and Recruitment Services								
Program Management	**350**			8				**358**
Human Resource Services	**2,668**		160	72	192			**3,092**
Allied Health Recruitment	**990**			26				**1,016**
Human Resource Operations	**329**			14	111			**454**
	4,337	-	**160**	**120**	**303**	-	-	**4,920**
Strategic Human Resources								
Program Management	**732**			7				**739**
Job Evaluation and Organizational Design	**1,087**		5	25				**1,117**
Employee Development and Workforce Planning	**7,544**			37	(776)	(322)		**6,483**
Business Performance	**580**			18				**598**
	9,943	-	**5**	**87**	**(776)**	**(322)**	-	**8,937**
Regional Operations								
Northern Region	**1,466**			45				**1,511**
Southern Region	**1,255**			39	465			**1,759**
	2,721	-	-	**84**	**465**	-	-	**3,270**
Labour Relations								
Corporate or Administration Costs	**289**			7				**296**
Advice and Adjudication	**1,485**		5	35				**1,525**
Accommodation, Bargaining and Investigations	**1,044**			462		(36)		**1,470**
	2,818	-	**5**	**504**	-	**(36)**	-	**3,291**
TOTAL DEPARTMENT	**23,636**	-	**170**	**1,144**	-	**(626)**	-	**24,324**

** Forced Growth amounts include Collective Bargaining increases.*

*** This category includes departmental reductions.*

(thousands of dollars)

		PROPOSED ADJUSTMENTS					
	Explanation of Proposed Adjustments	Sunsets	Initiatives	* Forced Growth	Internal Transfers	** Inter-Departmental Transfers and Other Adjustments	Amortization
Directorate							
Directorate	Collective Bargaining Increase - Yr 4			24			
Corporate Affairs	Collective Bargaining Increase - Yr 4			57			
	Collective Bargaining Increase - Yr 4 transfer to Finance			247			
	Transfer French Language Communication (Advertising)				6		
	PeopleSoft Maintenance transfer to Finance			21			
	Transfer of functions to Finance					(268)	
	Transfer French Language Communication (TSC Chargebacks)				2		
		-	-	349	8	(268)	-
Management & Recruitment Services							
Program Management	Collective Bargaining Increase - Yr 4			8			
Human Resource Services	Collective Bargaining Increase - Yr 4			65			
	Transfer from Strategic Human Resources - Employee Development & Workforce Planning - Contracts				200		
	Devolution		11				
	French Language Communications & Services		149				
	Transfer French Language Communications (advertising to Corporate Affairs)				(6)		
	Transfer French Language Communications (TSC chargebacks to Corporate Affairs)				(2)		
Human Resource Operations	Collective Bargaining Increase - Yr 4			14			
	Transfer Student & Youth Recruitment position from Strategic Human Resources				111		
Human Resource Services - Tlicho	Collective Bargaining Increase - Yr 4			7			
Allied Health Recruitment	Collective Bargaining Increase - Yr 4			26			
		-	160	120	303	-	-
Strategic Human Resources							
Program Management	Collective Bargaining Increase - Yr 4			7			
Job Evaluation and Organizational Design	Collective Bargaining Increase - Yr 4			25			
	Devolution		5				
Employee Development and Workforce Planning	Collective Bargaining Increase - Yr 4			37			
	Transfer to Management & Recruitment Services - C&B				(200)		
	Transfer Student & Youth Recruitment position to Management & Recruitment Services				(111)		
	Transfer funding for Regional Recruitment Specialist to Regional Operations				(465)		
	Reduction June 26 - from Contracts					(322)	
Business Performance	Collective Bargaining Increase - Yr 4			18			
		-	5	87	(776)	(322)	-
Regional Operations							
Northern Region	Collective Bargaining Increase - Yr 4			45			
Southern Region	Collective Bargaining Increase - Yr 4			39			
	Transfer funding for Regional Recruitment Specialist from Strategic Human Resources				465		
		-	-	84	465	-	-
Labour Relations							
Corporate or Administration Costs	Collective Bargaining Increase - Yr 4			7			
Advice and Adjudication	Collective Bargaining Increase - Yr 4			35			
Advice and Adjudication	Devolution		5				
Accommodation, Bargaining and Investigations	Collective Bargaining Increase - Yr 4			28			
	Collective Bargaining			434			
	Reductions - July 10					(36)	
		-	5	504	-	(36)	-
TOTAL DEPARTMENT		-	170	1,144	-	(626)	-

** Forced Growth amounts include Collective Bargaining increases.*

*** This category includes departmental reductions.*

(thousands of dollars)

	PROPOSED ADJUSTMENTS				
	2014-15 Main Estimates	2015-16 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
GRANT FROM CANADA	-	-	-	-	
TRANSFER PAYMENTS					
Federal Cost-shared	-	-	-	-	
Capital Transfers	-	-	-	-	
	-	-	-	-	
TAXATION REVENUE					
Personal Income Tax	-	-	-	-	
Corporate Income Tax	-	-	-	-	
Tobacco Tax	-	-	-	-	
Fuel Tax	-	-	-	-	
Payroll Tax	-	-	-	-	
Property Tax and School Levies	-	-	-	-	
Insurance Taxes	-	-	-	-	
	-	-	-	-	
GENERAL REVENUES					
Revolving Funds Net Revenue	-	-	-	-	
Regulatory Revenue	-	-	-	-	
Investment Income	-	-	-	-	
Lease	-	-	-	-	
Program	-	-	-	-	
Grants in Kind	-	-	-	-	
Service and Miscellaneous	-	-	-	-	
	-	-	-	-	
TOTAL REVENUE	-	-	-	-	

(thousands of dollars)

Explanation of Proposed Adjustments	2014-15 Main Estimates	PROPOSED ADJUSTMENTS					2015-16 Business Plan
		Sunsets	Initiatives	* Forced Growth	Internal Transfers	Inter-Departmental Transfers and Other Adjustments	
Directorate							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Management and Recruitment Services							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Strategic Human Resources							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Regional Operations							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Labour Relations							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
TOTAL DEPARTMENT	-	-	-	-	-	-	-

Position Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 1

	REGION / AREA							
Community	Yellowknife / HQ	North Slave	Tli Cho	South Slave	Deh Cho	Sahtu	Beaufort-Delta	TOTAL
2014-15 Main Estimates	89	-	2	9	3	2	13	118
Restatements	-	-	-	-	-	-	-	-
2014-15 Restated Main Estimates	89	-	2	9	3	2	13	118
Sunsets	-	-	-	-	-	-	-	-
Initiatives								
Sr. Human Resource Advisor - French Language	1	-	-	-	-	-	-	1
	1	-	-	-	-	-	-	1
Forced Growth	-	-	-	-	-	-	-	-
Internal Transfers	-	-	-	-	-	-	-	-
Interdepartmental Transfers and Other Adjustments	-	-	-	-	-	-	-	-
Increase (decrease)	1	-	-	-	-	-	-	1
Total 2015-16 Business Plan	90	-	2	9	3	2	13	119

	2014-15	%	2013-14	%	2012-13	%	2011-12	%
All Employees	**126**	**100.0%**	**207**	**100.0%**	**197**	**100.0%**	**183**	**100.0%**
Indigenous Employees								
Aboriginal	43	34.1%	74	35.7%	67	34.0%	62	33.9%
Non-Aboriginal	42	33.3%	58	28.0%	53	26.9%	51	27.9%
Non-Indigenous Employees	41	32.5%	75	36.2%	77	39.1%	70	38.3%
Male	23	18.3%	35	16.9%	27	13.7%	23	12.6%
Female	103	81.7%	172	83.1%	170	86.3%	160	87.4%
Senior Management	**9**	**7.1%**	**12**	**5.8%**	**9**	**4.6%**	**8**	**4.4%**
Indigenous Employees								
Aboriginal	3	33.3%	3	25.0%	1	11.1%	1	12.5%
Non-Aboriginal	3	33.3%	5	41.7%	5	55.6%	5	62.5%
Non-Indigenous Employees	3	33.3%	4	33.3%	3	33.3%	2	25.0%
Male	1	11.1%	2	16.7%	1	11.1%	-	0.0%
Female	8	88.9%	10	83.3%	8	88.9%	8	100.0%
Non-Traditional Occupations	**-**	**0.0%**	**4**	**1.9%**	**4**	**2.0%**	**3**	**1.6%**
Indigenous Employees								
Aboriginal	-	0.0%	2	50.0%	3	75.0%	2	66.7%
Non-Aboriginal	-	0.0%	1	25.0%	-	0.0%	-	0.0%
Non-Indigenous Employees	-	0.0%	1	25.0%	1	25.0%	1	33.3%
Male	-	0.0%	1	25.0%	2	50.0%	1	33.3%
Female	-	0.0%	3	75.0%	2	50.0%	2	66.7%

PeopleSoft Learning Management Implementation Project

The PeopleSoft Learning Management Implementation Project was approved for IT Capital Funding to be included in DHR's 2014-15 and 2015-16 Main Estimates. The project is scheduled to start in September 2014 and end in March 2016.

There are manual business process inefficiencies that impact GNWT managers' ability to conduct timely work. Streamlining and synchronizing these processes with the components of the PS-HRIS should improve human resource management and overall GNWT business performance. The Learning Management module will reduce manual administration and replace existing processes with employee self-service on-line applications, manager self-service approvals, and provide auto enrollment, wait listing, auto notifications, and information for reporting that is not currently available. It will also replace the outdated GNWT Training Calendar with learning management functionality that is fully integrated to the PS-HRIS.